FUNDACIÓN
RAFAEL DEL PINO

Oxford, September 21 - 23, 2026

Workshop on the Future of Government

WFG 2026

Gillis Lecture Theatre
Balliol College
Oxford, OX1 3BJ

in collaboration with

Balliol College, University of Oxford

Workshop on the Future of Government

Monday September 21, 2026

Gillis Lecture Theatre, Balliol College, OX1 3BJ

12:00 Arrival and check-in at Porters Lodge

12:30 Lunch at Balliol College Hall

13:30 Welcome and Introductory Remarks
Ana Cebrián del Pino, Vice-President of the Rafael del Pino Foundation, and **Carissa Véliz**, Director of the Workshop

13:45 WFG Session 1: **Carissa Veliz**, Associate Professor, Faculty of Philosophy, Institute for Ethics in AI, University of Oxford
On Spies and Prophets

15:15 Coffee Break

15:30 WFG Session 2: **Ngaire Woods**, Dean, Blavatnik School of Government, University of Oxford
Geopolitics and the transformation of economic security

19:45 Group Dinner with the Workshop on the Future of Government participants
Corpus Christi College Dinning Hall

Tuesday September 22, 2026

Gillis Lecture Theatre, Balliol College, OX1 3BJ

08:00 Breakfast at Balliol College Hall

09:00 WFG Session 3: **Anandi Mani**, Professor of Behavioural Economics and Public Policy, Blavatnik School of Government, University of Oxford
Behavioural Insights for Inclusive Societies: Understanding Decision-Making to Tackle Poverty and Social Exclusion

10:30 Coffee Break / Networking

11:00 WFG Session 4: **İrem Güçeri**, Associate Professor of Economics and Public Policy, Blavatnik School of Government, Oxford
Tax Policy, Investment and Profit Shifting

12:30 Lunch at Balliol College Hall

13:30 WFG Session 5: **Alice Hopkin**, Oxford-Pershing Square Scholar, University of Oxford
Britain at a Crossroads: Politics, Elections and the UK's Role in the World

15:00 Coffee Break and Group Photo

15:30 WFG Session 6: **Helen Margetts**, Professor of Society and the Internet and Professorial Fellow at Mansfield College, University of Oxford
The Future of AI and Governance

18:00 Walking tour of Oxford (meet at Balliol College Porter's Lodge)

20:00 Dinner @ The Head of the River

Wednesday September 23, 2026

Gillis Lecture Theatre, Balliol College, OX1 3BJ

07:30 Check-out at Porters Lodge

08:00 Breakfast at Balliol College Hall

09:00 WFG Session 7: **Ciaran Martin**, Professor of Practice in the Management of Public Organisations, Blavatnik School of Government, University of Oxford
Cyber security: Old and New Themes

10:30 Coffee Break / Networking

11:00 WFG Session 8: **Peter Frankopan**, Professor of Global History, University of Oxford
A Brief History of Environmental and Climate Change – and the challenges of the 21st Century

12:30 End of the workshop and farewell

13:00 Lunch at Balliol College Hall

LECTURERS

Peter Frankopan

Peter is Professor of Global History at Oxford University, where he is Director of the Oxford Centre for Byzantine Research and Senior Research Fellow at Worcester College, Oxford. He is also Professor of Silk Roads Studies and a Bye-Fellow at King's College, Cambridge. He works on the history and politics of the Mediterranean, Russia, the Middle East, Persia/Iran, Central Asia, China and beyond - as well as on the histories of climate, natural resources and connectivities. He specialises in the history of the Byzantine Empire in the 11th Century, and in the history of Asia Minor, Russia and the Balkans. He works on medieval Greek literature and rhetoric, and on diplomatic and cultrual exchange between Constantinople and the islamic world, western Europe and the principalities of southern Russia.

İrem Güçeri

İrem is an Associate Professor of Economics and Public Policy at Oxford's Blavatnik School of Government and a Fellow of St Antony's College. Her research focuses on taxation and how government policies can promote productivity and economic growth. Prior to her academic career, she worked in management consulting and as an economist at the World Bank, advising on corporate tax policy, R&D, and private sector development. She currently convenes the core Economics course for the Master of Public Policy at the Blavatnik School and co-chairs the Directors Leadership Programme for the UK Civil Service.

Alice Hopkin

Alice is a Pershing Square Scholar at the University of Oxford, where she is completing the Oxford 1+1 MBA with a Master of Public Policy. Her work focuses on international development, migration, and the relationship between political incentives, government institutions and long-term policy delivery.

She is also a Senior Fellow at the Coalition for Global Prosperity, where she recently published a policy paper examining Giorgia Meloni's Mattei Plan for Africa and the lessons it offers for the future of UK development policy.

Alice previously served as a Special Adviser in the UK Government to two Cabinet ministers covering three departments: the Home Secretary (2023–24), Foreign Secretary (2022–23) and Health Secretary (2021–22). Across these roles, she advised on international development, migration and border security, global health, international crisis response, and wider foreign policy issues. She also oversaw the development and delivery of major government strategies and legislation, including England's first Women's Health Strategy and the UK's International Women and Girls Strategy.

In the 2024 UK general election, Alice stood as a parliamentary candidate in Normanton & Hemsworth.

Anandi Mani

Anandi is Professor of Behavioural Economics and Public Policy at the Blavatnik School of Government. Her research interests are in the area of Development Economics, with a specific focus on issues related to the behavioural economics of poverty and social exclusion, gender issues and public good provision. She is a Research Affiliate at Ideas42, a think tank for behavioural economics at Harvard University, and a Fellow at the Centre for Comparative Advantage in the Global Economy (CAGE) at the University of Warwick. Her recent work has been published in prominent economics journals and has also featured in leading newspapers including The New York Times and The Guardian, as well as the BBC. Professor Mani was a programme participant at the World Economic Forum 2017 in Davos and is a member of the Forum's Global Council on the Future of Behavioral Sciences.

Helen Margetts

Helen is Professor of Society and the Internet and Professorial Fellow at Mansfield College. She is a political scientist specialising in the relationship between digital technology and government, politics and public policy. She is an advocate for the potential of multi-disciplinarity and computational social science for our understanding of political behaviour and development of public policy in a digital world. She has published over a hundred books, articles and policy reports in this area, including Political Turbulence: How Social Media Shape Collective Action (with Peter John, Scott Hale and Taha Yasseri, 2015); *Paradoxes of Modernization* (with Perri 6 and Christopher Hood, 2010); Digital Era Governance (with Patrick Dunleavy, 2006, 2008); and *The Tools of Government in the Digital Age* (with Christopher Hood, 2007). Since 2018, Helen has been Director of the Public Policy Programme at The Alan Turing Insitute, the UK's national institute for data science and artificial intelligence. The programme works with policy-makers to research and develop ways of using data science and AI to improve policy-making and service provision, foster government innovation and establish an ethical framework for the use of data science in government. The programme comprises over 90 research projects involving 55 researchers across 20 universities, working with over 100 public sector agencies at national, regional, local and international levels of governance.

Ciaran Martin

Ciaran is Professor of Practice in the Management of Public Organisations. Prior to joining the School, Ciaran was the founding Chief Executive of the National Cyber Security Centre, part of GCHQ. Ciaran led a fundamental shift in the UK's approach to cyber security in the second half of the last decade. He successfully advocated for a wholesale change of approach towards a more interventionist posture and this was adopted by the Government in the 2015 National Security Strategy, leading to the creation of the NCSC in 2016 under his leadership. Over the same timeframe, the UK has moved from joint eighth to first in the International Telecommunications Union's Global Cybersecurity Index and the NCSC model has been studied widely and adopted in countries like Canada and Australia. The NCSC's approach has been lauded for responding quickly to incidents and giving the British public clear and prompt advice on responding to them, putting previously classified information in the hands of industry so that companies can defend themselves more effectively, major improvements in automatic cyber security like countering brand spoofing and rapidly taking down malicious sites, and projecting the UK's leadership in cyber security across the world. Ciaran's work, which led to him being appointed CB in the 2020 New Year's Honour's list, has also been recognised and honoured in the United States and elsewhere across the world.

Ngaire Woods

Professor Woods is the founding Dean of the Blavatnik School of Government and Professor of Global Economic Governance at the University of Oxford. An internationally recognized expert on global governance, her research focuses on international institutions, economic development, globalization, and the governance of organizations. She is also the founder of Oxford's Global Economic Governance Programme and co-founder of the Oxford–Princeton Global Leaders Fellowship. Alongside her academic work, Professor Woods has held numerous leadership and advisory roles in international organizations, foundations, and corporations. She currently serves on the boards or advisory councils of institutions including the Berggruen Institute, the Mo Ibrahim Foundation, the Centre for Global Development, and the World Economic Forum, where she co-chairs the Global Future Council on Good Governance. She has also advised governments, the International Monetary Fund, the African Development Bank, the United Nations Development Programme, and the G20. Professor Woods is the author of numerous books and scholarly articles on international political economy, globalization, and global governance, and her work has had a significant influence on policy debates worldwide. She studied Economics and Law at the University of Auckland before completing an MPhil and DPhil in International Relations at the University of Oxford as a Rhodes Scholar. In recognition of her contributions to higher education and public policy, she was appointed Commander of the Order of the British Empire (CBE) in 2018. She is a Fellow of the Academy of Social Sciences, an International Honorary Member of the American Academy of Arts and Sciences, and an Honorary Fellow of the Royal Academy of Arts.

UNIVERSITY OF OXFORD

Carissa Véliz

Carissa is an Associate Professor in Philosophy at the Institute for Ethics in AI, and a Fellow at Hertford College at the University of Oxford. She has published articles in media such as Wired, the Guardian, New Statesman, and El País. Her academic work has been published in The Harvard Business Review, Nature Electronics, Nature Energy, and AI & Society, among other journals. Professor Véliz is the recipient of the 2021 Herbert A. Simon Award for Outstanding Research in Computing and Philosophy. She advises policymakers around the world on privacy and AI. In Spain, she was a member of the Group of Experts in charge of offering advice for the drafting of the first Digital Rights Charter at the Ministry of Economic Affairs and Digital Transformation, as well as a member of the High-Level Advisory Panel on Technology and Global Order at the Ministry of Foreign Affairs. In the UK, she has been a witness to the House of Lords Communications and Digital Select Committee on freedom of expression, online harms, and public policy. In the US, she has advised Congress on a privacy bill and has given evidence to the Chamber of Commerce. She is the author of the highly-acclaimed *Privacy Is Power* (an *Economist* book of the year, 2020) and the editor of the forthcoming *Oxford Handbook of Digital Ethics*. She tweets at @carissaveliz.

RAFAEL DEL PINO FOUNDATION

Ana M.ª Cebrián del Pino

Ana is the Vice-President of the Rafael del Pino Foundation. She holds a degree in Business Administration and Management (Comillas Pontifical University). She furthered her studies at Northeastern University (Boston); she obtained an MBA from McGill University-Desautels Faculty of Management. She has been the Director of the Online Business Channel at El Ganso S.A.; previously, she has worked as a Foreign Trade Technician at the Economic and Commercial Office of the Spanish Embassy in Warsaw, as an analyst in the Private Equity Department at Pactio Gestión Asset Management, and as a Senior Research Analyst at Brandywine Global.

Vicente J. Montes Gan

Vicente is the Director (CEO) of the Rafael del Pino Foundation, Vicepresident of the Spanish Association of Foundations, Founder and President of the NGO Liberdom, member of the Board of Trustees of the NGO Flying Doctors AMREF HEALTH AFRICA, and member of the Editorial Boards of the academic magazine Informacion Comercial Espanola. Previous positions include: Vicepresident of the UN Global Compact Spanish Network; President of the Spanish State Economists & Trade Specialist Association; Economic and Commercial Counsellor at the Embassy of Spain in Angola, Namibia, Congo, DR Congo, Sao Tome and Principe and Zambia; Director at ICEX; and Deputy Director General of the Spanish Court of Competition. He has also been Professor of Economic Analysis (Carlos III University of Madrid) and Chairman of the Department of Economics of the Ateneo de Madrid. He holds a Bachelor in Economics (Autonoma University of Madrid), a Doctorate of Philosophy (School of Law, Complutense University of Madrid) and is Member of the European Academy of Sciences and Arts. He is member of the Spanish State Economist and Trade Specialist Corps, Officer of the Royal Order of Isabel La Catolica, Leao de Oro of the Republic of Angola (AIA) and I Essay Prize Casa Africa.

Carlota Taboada

Carlota is Director of Research and Online Programmes at the Rafael del Pino Foundation, where she designs innovative face-to-face and online seminars, courses and executive programmes that engage audiences in meaningful learning experiences. Previously, she worked as Cultural Manager at Casa del Lector (GSR Foundation) and held positions at the Instituto Cervantes and the University of Mumbai (India). Her career has focused on cultural management, educational innovation and programme development. Interested in digital transformation in cultural and educational institutions, she recently completed the Executive Programme in Digital Competences for Cultural and Creative Professionals (UNED). She holds a BA in English Studies (University of Santiago de Compostela), an MPhil in Cultural Studies (Carlos III University of Madrid) and an MPhil in Modern Languages and Educational Research (University of Murcia). Her interests focus on lifelong learning, digital innovation, cultural leadership and audience engagement.

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